

# Connellan Airways Trust – Strategic Plan 2026–2028

## Vision

A thriving Outback Australia.

## Purpose

Funding the people and ideas of the Outback.

## Role

To fund | To connect | To empower | To learn and share

## Values

- **Community** – we stand with Outback people and places.
- **Supportive** – we help remove barriers so people can create their own opportunities.
- **Collaborative** – we work with others to achieve more.
- **Innovative** – we back creative, practical solutions.
- **Adaptive** – we evolve with remote needs and opportunities.

## Enablers

- **Good Governance** – ensures speed, integrity and accountability.
- **Strong Funding** – maintains sustainability and enables bold bets.
- **Data & Evidence** – turns activity into learning and insight.
- **Partnerships & Collaboration** – amplifies reach through shared investment and action.

## Strategic Priorities

### Access and Opportunity

**Outcome:** Remote Australians have access to the services and opportunities they need.

**Goal:** Break down the barriers of distance by funding education, health and training opportunities that enable people to learn, work and thrive where they live.

**We fund:** Grants that improve access to study, skills development, health services and wellbeing support.

**Success looks like:** More people in the Outback gaining qualifications, health access and meaningful pathways to employment.

## Local Leadership and Capability

**Outcome:** Remote communities have strong local leadership.

**Goal:** Build confidence, skills and networks for Outback people to lead change in their own communities.

**We fund:** Leadership programs, mentoring, and initiatives that grow capability and community self-determination.

**Success looks like:** More Outback leaders, particularly young people and women, driving local initiatives and representing their communities.

## Innovation and Problem Solving

**Outcome:** Remote communities are resilient and able to adapt to challenges.

**Goal:** Invest in creative, practical and scalable solutions developed in and for the Outback.

**We fund:** Community-led pilots, applied research, and partnerships that address access, wellbeing and sustainability challenges.

**Success looks like:** New ideas and models that improve access, strengthen services, and are replicated across regions.

## Connection and Understanding

**Outcome:** Remote Australia is well connected, understood and appreciated.

**Goal:** Share the stories, challenges and achievements of the Outback to build visibility and national understanding.

**We support:** Storytelling, partnerships, and communications that connect remote people with one another and with the broader Australian community.

**Success looks like:** Greater appreciation of Outback contribution, and stronger connection between remote and urban Australia.

## Trust and Legacy

**Outcome:** Sustainable, respected philanthropic leadership supporting the Outback long-term.

**Goal:** Maintain CAT's integrity, independence and capability as a trusted funder and voice for the Outback.

**We invest:** In governance, data, systems and partnerships that sustain confidence and transparency.

**Success looks like:** CAT recognised as a leading, accessible and reliable philanthropic partner for remote Australia.